PEACE/WILLISTON
FISH & WILDLIFE
COMPENSATION
PROGRAM

BC hydro

BRITISH
COLUMBIA

Implementation Directions for the 1999 PWFWCP Strategic Platform

S. Bouman
October 1999

PWFWCP Report No. 229

The Peace/Williston Fish & Wildlife Compensation Program is a cooperative venture of BC Hydro and the provincial fish and wildlife management agencies, supported by funding from BC Hydro. The Program was established to enhance and protect fish and wildlife resources affected by the construction of the W.A.C. Bennett and Peace Canyon dams on the Peace River, and the subsequent creation of the Williston and Dinosaur Reservoirs.

Peace/Williston Fish and Wildlife Compensation Program, 1011 Fourth Ave. 3rd Floor, Prince George B.C. V2L 3H9

Website: *www.bchydro.bc.ca environment initiatives pwcp*

This report has been approved by the Peace/Williston Fish and Wildlife Compensation Program Fish Technical Committee.

Citation: S. Bouman. October 1999. Implementation Directions for the 1999 PWFWCP Strategic Platform. Peace/Williston Fish and Wildlife Compensation Program, Report No. 229. 39pp plus appendices.

Author(s): Sheila Bouman[1]
Address(es): [1] Qualstar Solutions Inc.#202 - 1080 Mainland St., Vancouver, B.C. Canada V6B 2T4

This report is a summary of background information, discussions and decisions made during the September 21 and 22 Peace/Williston Fish and Wildlife Compensation Program: Strategic Plan Implementation Workshop.

PEACE/WILLISTON FISH AND WILDLIFE COMPENSATION PROGRAM

IMPLEMENTATION DIRECTIONS FOR THE 1999 PWFWCP STRATEGIC PLATFORM

Prepared for:
PWFWCP

1011 Fourth Avenue
Prince George, BC V2L 3H9

Prepared by:
Sheila Bouman

Qualstar Solutions Inc.
#202 - 1080 Mainland Street
Vancouver, BC V6B 2T4

Telephone: (604) 669-9045
Fax: (604) 669-9048

TABLE OF CONTENTS

	Page
Summary of Implementation Session	3
Issue 1: PWFWCP Strategic Plan	4
Issue 2: Memorandum of Understanding	9
Issue 3: Program Geographical Boundaries	13
Issue 4: Operational Vs Footprint	14
Issue 5: Project Selection	16
Issue 6: Task Form	19
Issue 7: PWFWCP Budget Process	22
Issue 8: Reporting	24
Issue 9: Communication Strategy	27
Issue 10: Guidelines for Cooperative Projects And Partnerships	28
Issue 11: Guidelines and Processes for First Nations and Public Involvement	29
Issue 12: PWFWCP Employee Alliance	30
Issue 13: Roles and Responsibilities	31
Issue 14: Staff Performance Appraisal and Career Development Planning Process	34
Appendix A: Five-Year Implementation Plan	36

SUMMARY OF IMPLEMENTATION SESSION

On September 21 and 22, 1999, participants from the PWFWCP met in Prince George to address and ratify key strategy implementation issues. Fourteen outstanding issues were identified during the previous Strategic Planning workshop. The goal of this session was to resolve these issues in order to define the goalposts and sidelines for the PWFWCP in alignment with the Strategic Platform.

The process encouraged discussion and decision making, with an emphasis on consensus. Participants were invited to analyze and respond to the draft recommendations for each issue. Where resolution was unlikely, participants volunteered to work off-line to generate more detailed recommendations and an action plan for timely implementation. Following is a summary of the issues, recommendations, discussion, conclusions and outstanding action items.

Once the decisions and conclusions are endorsed by the Steering Committee, a Summary of the program will be written. This report will outline the vision, mission, values, objectives and strategies of the PWFWCP. It will also capture the agreed upon key implementation guidelines/processes which further define the program. Decisions and guidance from the workshop will be incorporated into the Program Administrative Agreement (draft) and the Program Procedures Document. Outstanding action steps will be documented in a Five-year Implementation Schedule (Appendix A).

ISSUE 1: PWFWCP STRATEGIC PLATFORM

OBJECTIVE: To review and reaffirm the strategic plan.

DISCUSSION: Comments were collected in response to:

1. What has confirmed for you the elements of the Strategic Plan?
    - *The program currently operates within the scope of the strategic plan and reflects feedback from the public.*
    - *The elements are complementary.*
    - *Confirmation of the general tone and direction from the previous session.*
    - *Good plan. All key elements are there.*
    - *Involvement of public in projects and communication with public. "One on one" with the biologists has done the most to increase public awareness.*
    - *Acceptance that research is required to develop restoration and enhancement.*
    - *I like our mission statement, which mentions "a naturally diverse and abundant fish and wildlife population in a healthy ecosystem."*
    - *We are basically looking after what is already there. Participation of individuals at all levels of the program.*
    - *Being in "change" has confirmed that all listed values are important - striving for balance.*
    - *Work on other programs (Sportfish Management, Compensation, Environmental Assessment, FPA, Recovery Plans) has emphasized the importance of having a solid technical basis (defendable) for planning: projects, programs, legislation, policy etc.*
    - *Progress made on the Mesilinka fertilization project - evaluation and decisions for future direction.*
    - *Recent goat inventory project resulted in two protection measures: a closure of hunting season, and establishment of "Wildlife Habitat Area" around goat mineral lick.*
    - *Affirmation of importance of applied and adaptive research. A positive step.*
    - *How worthwhile the program is.*

2. What still surprises you about the Strategic Plan?
    - *Surprised that the program is undertaking research.*
    - *"To evaluate the status of is not necessarily consistent with the wildlife strategic plan.*
    - *Under strategic objectives, looking for more specific planning elements (geographical areas, priority themes, and timeframes). For example, when we open the program for more public input (submission of proposals), we need to have a very clear idea of what the program's needs are/our expectations. We don't want to be in the trap of being everything for everybody.*
    - *In mission (our core purpose) "program area for diverse benefits" - is diverse an appropriate term?*
    - *Why isn't restoration included? Seems to be too much emphasis on "enhancement".*
    - *To encourage outside agencies with the development of projects.*
    - *We can also use the publics' ideas but they should also be involved with the development of projects.*
    - *Vision - We are missing the "commitment" element.*
    - *Vision - "Our vision is naturally" - Do we need the word naturally? Do we need to defend against the introductions of elephants? What is natural? Is stocking fish natural?*

- *Vision - The word naturally doesn't fit. The focus of the program is habitat enhancement - manipulation of environment: stocking fish, burning hillsides, and creating spawning channels erecting bird nest boxes. All unnatural.*
- *Vision - no mention of the large-scale change imposed on the PW watershed as result of hydroelectric development.*
- *Lack of philosophical appreciation for the words natural and enhance. How do we decide what species to enhance?*
- *None.*
- *No real surprises. Plan succinctly summarizes our discussion.*
- *Nothing really as items identified has been the topic of discussion for over five years.*

CONCLUSION/ACTIONS:

- ✓ The following clarifying statement has been inserted into the plan under the heading Strategic Objectives: *The following objectives are equally important with no order of priority.*
- ✓ The following process is recommended for annually reviewing and revising the Strategic Plan over the next five years. This process has been documented in the Procedures Manual.
    - Administrative Headquarters (Hudson's Hope) will collect and record all comments (from Program participants, public and First Nations) regarding intent of Strategic Plan, including the above comments. Comments will be presented to Steering Committee at annual budget meeting for review.
    - Technical Committee Chairs will also annually review Program Strategic Plan and present concerns or recommendations for revision to SC at annual budget meeting.
    - Steering Committee will generate and forward to the Technical Committee Chairs any revisions or recommendations regarding areas of priority or changes in focus for the upcoming year. These comments will inform the development each (both Fish and Wildlife) Annual Operating Plan.
- ❑ Key measures must be identified for the purpose of monitoring and evaluating efforts to meet the objectives outlined in the Strategic Plan. Technical Committee Chairs will take the lead on developing an Evaluation Plan. Work to begin during 2000 for implementation during 2001.

EXECUTIVE SUMMARY OF STRATEGIC PLATFORM

The following outlines the key elements of the Peace/Williston Fish and Wildlife Compensation Program's Strategic Platform for 1999-2004:

VISION (Our Desired Future)

Our vision is naturally diverse and abundant fish and wildlife populations in a healthy ecosystem.

MISSION (Our Core Purpose)

The mission of the PWFWCP is to conserve and enhance fish, wildlife and their habitat in the program area for diverse benefits, now and in the future.

CORE VALUES (Our Beliefs)

- Integrity, Success, and Achievement
- Effective, Efficient, Principled Business Practices

STRATEGIC OBJECTIVES FOR NEXT FIVE YEARS:

The following objectives are equally important with no order of priority.

Technically Sound Projects

- To evaluate the status of fish, wildlife and their habitats using acceptable biological standards in order to provide input into enhancement[1] management and protection decisions.
- To undertake applied research in order to develop techniques and tools that can be used to maintain or enhance fish and wildlife populations.
- To undertake measurable projects which conserve or enhance abundance or diversity of native fish, wildlife and their habitat.

Evaluation and Accountability

- To examine and select projects and work-plans to ensure best use of available resources.
- To establish criteria and measures in order to select, monitor, evaluate and report on performance of projects and personnel.

Information Sharing

- To share scientific information in order to improve our collective ability to benefit fish, wildlife and their habitat.
- To communicate with the public and First Nations on an ongoing basis the goals, objectives and activities of the program in order to build awareness, understanding and support

Public Participation and Partnership

- To encourage public and First Nations involvement in the identification, development and delivery of projects in order to utilize local knowledge as well as build awareness of and commitment to the program.
- To enter into partnerships that improve our ability to undertake projects consistent with the Strategic Plan.

[1] For the purposes of this Program, enhancement refers to both activities that increase the capacity of an ecosystem of population to fulfill a particular function and the rehabilitation of degraded ecosystem or populations to an un-degraded condition.

SPECIFIC STRATEGIES FOR IMPLEMENTING THE STRATEGIC PLATFORM

The following Specific Strategies are ideas generated during the workshop as first steps in implementing the Strategic Platform. As strategies will continue to be defined and implemented over the five year period, the Steering Committee will adopt a process of reviewing and updating *the Five-year Implementation Schedule* at their annual meeting (Appendix A).

Strategic Objective	**Specific Strategies**
Technically Sound Projects	*Financial Management* • Identify available resources for the year. • Ensure a thorough process for establishing an annual budget that involves everyone *Selection Process* • Establish more specific criteria and more consistent process for identifying and selecting potential projects that is consistent with strategic plan • Hold more frequent meetings between technical committee and staff to discuss, explore, select and develop future projects • Set or review priorities for technically sound projects - species, geographical area *Evaluation* • Identify the need to develop new tools to achieve Program objectives and implement as needed • Establish criteria that allow us to prioritize and evaluate project selection and performance
Evaluation and Accountability	Technical committee in conjunction with staff will prepare for recommendations to Steering Committee • template of potential contract components to enable preparation of Terms of Reference • personnel/performance measures and process • develop project task forms that require input for monitoring progress and basis for evaluating results • project reporting standards/content requirements

Strategic Objective	**Specific Strategies Continued**
Information Sharing	*Sharing Expertise* • Prepare, publish present and distribute reports - ongoing. • One workshop or symposium per year to support ongoing professional develop (attend/present) • Interact with First Nation's people to benefit from traditional knowledge. *Communication* • Prepare a communication plan • Present strategic plan to local groups • Steering committee needs to decide the resources allocated to public communication to ensure priority is consistent with strategic plan
Public Participation	• If program will accept proposals from outside, develop procedures and guidelines for inviting and accepting proposals. • Develop participation plans which tie into public communication research. • Establish a standard to guide procedures for public involvement (in identification and participation of projects) and establish appropriate procedures for implementation.
Partnerships	Develop and implement guidelines for entering into partnerships

ISSUE 2: MEMORANDUM OF UNDERSTANDING

OBJECTIVE: To reconfirm the existing *Memorandum of Understanding* (MOU) as the basis for the PWFWCP. To ensure there is a common interpretation of the intent of the MOU.

DISCUSSION:
The Peace/Williston Fish and Wildlife Compensation Program has continued to evolve since its inauguration in 1988. Uncertainty exists as to whether any significant changes to the program or the mandate and policies of the partners warrant amendments to the original agreement.

The existing PWFWCP *Memorandum of Understanding* established between BC Hydro and Ministry of Environment, Lands and Parks in 1992 has been the basis for the program management and direction.

Discussion confirmed the variety of interpretations of the MOU, especially given the intent of the new Strategic Platform.

CONCLUSION/ACTIONS:
- An addendum to the MOU will be created to clarify the Program's interpretation of the MOU given the new Strategic Plan.
- Steering Committee approved the addendum for inclusion in the Administrative Agreement.

MEMORANDUM OF UNDERSTANDING
between
BRITISH COLUMBIA HYDRO AND POWER AUTHORITY
and
MINISTRY OF ENVIRONMENT, LANDS AND PARKS

British Columbia Hydro and Power Authority (BCHPA) holds water licenses which, in part, obligate it to undertake programs to address losses to fish, wildlife, and recreation. These programs are undertaken as cooperative initiatives with Ministry of Environment, Lands and Parks (MELP). The following principles have been accepted by both agencies and are intended to serve as guidelines for the drafting and implementation of programs to the satisfaction of the Water Comptroller.

1. Programs are cooperative joint ventures between the two agencies aimed at sustaining and enhancing fish, wildlife and recreation affected by BC Hydro developments.

2. For the purposes of this agreement both agencies acknowledge that the mandate of BCHPA is the supply of electricity and the mandate of MELP is management of fish, wildlife and recreation. All programs must be consistent with the long-term policies and plans of MELP and BCHPA.

3. The aim of these programs is to provide for the preservation of recreational opportunities and to maintain and enhance natural production of fish and wildlife populations, with artificial production as a secondary priority.

4. Consistent with the concept of sustainable development, the intent is to maintain the bio-diversity and recreational opportunities of the area through "in kind" programs. Where this is not possible, alternate programs of replacement, restoration, or substitution will be pursued.

5. As a primary focus, monies will be spent in the area of project influence, in order to maximize the return to fish, wildlife and recreation directly affected by the project.

6. Programs will attempt to improve fish and wildlife populations through enhancement of existing habitat. It is acknowledged that research, planning, monitoring and evaluation will be required to achieve these results, but in all cases must be clearly related to the achievement of overall program objectives.

7. Recognizing that special impacts on aboriginal interests have occurred in the area of project influence, aboriginal involvement in programs will be encouraged.

8. Recognizing the importance of impacts on local interests, there should be provision for local public input to these programs. Further, local public involvement in the delivery of programs as contractors, sub-contractors, or volunteers is encouraged.

9. A communication plan for each program will be developed and any press release will be approved by both agencies.

10. Monies for these programs will be provided by BCHPA. It is intended that such funding will be of a continuing nature requiring capital funds. It is intended that year-to-year operations would come from earnings generated by the funds. It is further intended that the capital funds maintain their long-term real value. Joint review of compensation plans will occur annually. Comprehensive review of the programs' goals, achievements, future plans and financing will occur at least every five (5) years.

11. The level for dispute resolution are as follows:
    a. Program Management
    b. Assistant Deputy Minister, Fisheries Wildlife and Integrated Management, MELP; and Vice-President, Environmental and Corporate Affairs, BCHPA;
    c. Deputy Minister, MELP; and Chairman, BCHPA;
    d. Minister of Environment, Lands and Parks and Minister responsible for BCHPA.

Original signed by Jon O'Riordan	Original signed by
G.R. Armstrong	J.P. Sheehan
Deputy Minister	Senior Vice-President and
Ministry of Environment, Lands and Parks	Chief Financial Officer
	BC Hydro and Power Authority

1999 ADDENDUM TO THE MEMORANDUM OF UNDERSTANDING

1. In statement one, BC Fisheries needs to be acknowledged. The PWFWCP is a cooperative venture between BC Hydro, the Ministry of Fisheries, and the Ministry of Environment, Lands and Parks.

   Interpretation: *These programs are undertaken as cooperative initiatives with Provincial Fish and Wildlife Management Agencies.*

2. For statement two, the long-term policies and plans of the partners need to be regularly confirmed. As of December 1999, all programs are consistent with the long-term policies and plans of the partners.

3. For statement three, define the scope *of recreational opportunities.*

   Interpretation: *Recreational opportunities refer to activities such as hunting, fishing and wildlife viewing, but not, for example, the provision of access, campsites or boat launches.*

4. No comments.

5. For statement five, the following statement will clarify the appropriate allocation of monies (in the area of project influence).

   Interpretation: *The area of project influence refers to the geographical boundaries as defined in the Summary of the Program.* Ensure complete wording in Summary Document

6. In statement six, *overall program objectives* refer to the objectives defined in the Strategic Platform.

7. No comments.

8. No comments.

9. No comments.

10. No comments.

11. For statement eleven, the preferred process and responsibilities for preventing and resolving disputes needs to be clarified. Include the following:

    Interpretation: *All decisions are reached by consensus at all levels. Program Manager refers to the Steering Committee. Item b refers to the Policy Committee. Items c and d refer to responsible officials of ministries responsible for fish and wildlife.*

ISSUE 3: PROGRAM GEOGRAPHICAL BOUNDARY

OBJECTIVE: To discuss and ratify the following recommended guidelines.

DISCUSSION:
An ongoing lack of certainty over the project area associated with this program is causing staff and technical committee concerns and confusion, particularly with respect to projects related to downstream impacts. The Fish and Wildlife programs currently have two separate program boundaries, as BC Hydro water license requirements did not require wildlife mitigation in the Dinosaur Reservoir watershed.

The PWFWCP boundary has primarily undertaken projects within the Williston and Dinosaur Reservoir watersheds; however, projects (primarily fish related) have been undertaken outside of the reservoir watersheds. The Wildlife program has limited its involvement in Dinosaur reservoir because of the minimal impacts to wildlife associated with flooding the Peace River Canyon. The Wildlife program has historically used a downstream watershed boundary of Lynx Creek, which is a tributary to the Peace River downstream of Peace Canyon dam.

CONCLUSION/ACTION:
- ✓ Accept the intent of the following recommendation with a few word changes (see Final Version)
- ✓ Steering Committee approved Final Statement for inclusion in the Administrative Agreement.

RECOMMENDATIONS:
1. The geographical boundary for Fish and Wildlife projects conducted under the PWFWCP is limited to the Williston Resevoir and Dinosaur Reservoir watersheds unless specifically approved by the Steering Committee.
2. The Steering Committee will limit approval of projects outside of the Williston and Dinosaur Reservoir watersheds, in order to focus program efforts in the area of project influence. It is envisioned that outside projects will be largely restricted to fisheries projects compensating for Peace Canyon impacts and wildlife projects where target species cross-watershed boundaries and will occur in adjacent watersheds.
3. Operational impacts related to the operation of the WAC Bennett or Peace Canyon facilities will be addressed through the Water Use Planning process or a similar process. If and when the PWFWCP is supplemented by funding negotiated for downstream impacts then the geographic boundaries will be amended accordingly.

FINAL STATEMENT (included in *draft* Administrative Agreement and Summary of Program)

The geographical boundary for Fish and Wildlife projects conducted under the PWFWCP is currently focused on the Williston and Dinosaur Reservoir watersheds in the areas of project influence. Outside projects will be largely restricted to fisheries projects compensating for Peace Canyon impacts and wildlife projects where target species cross watershed boundaries and will occur in adjacent watersheds.

ISSUE 4: OPERATIONAL VS. FOOTPRINT

OBJECTIVE: To define which aspects of hydroelectric development are eligible for compensation activities (operations impacts vs. footprint impacts).

DISCUSSION:
BC Hydro established the Peace/Williston Fish and Wildlife Compensation Program in 1988 to address Water License obligations which, in part, obligate it "to undertake programs to address losses to fish, wildlife, and recreation" associated with the construction of the WAC Bennett and Peace Canyon dams footprint impacts. The primary focus of the program has been in the area of influence of the projects - upstream of the Peace Canyon dam.

Operations issues downstream have been historically excluded from the program. There has been division within Technical committees whether operational impacts (ie: impacts in the drawdown zone, impacts associated with reservoir fluctuation) are included as eligible compensation program activities.

BC Hydro and the BC Ministries are currently undertaking the Water Use Planning process which will address issues related to the operation of facilities as they currently exist, and incremental changes to operations to accommodate other water uses. Water Use Plans will not address footprint issues or historic grievances at BC Hydro facilities.

Footprint and Operation Impacts will be listed on a facility by facility basis when the Water Use Planning process is initiated. According to one source, PWFWCP projects involving both footprint and operations are eligible for consideration as long as they were within the program boundary.

Definitions:
⇒ Footprint Impacts: Impact of the constructing facility, largely loss of habitat, one-time loss.
⇒ Operational Impacts: Impacts of operating a facility (i.e. If everything was turned off, there would be no operating impacts), ongoing/repetitive impacts that can be modified through changes to operations.

The following recommendations were tabled for discussion.
⇒ Until the initiation of the Water Use Planning Process in the Peace River Watershed, at which time further definition of impact responsibilities will be developed, the following guidelines will guide the program:
   1. Eligible Compensation Program activities will include impacts upstream of the Peace Canyon and WAC Bennett Dam.
   2. Ineligible activities will include impacts associated with the current or future operation of the WAC Bennett Dam Spillway, GM Shrum Generating Station, Peace Canyon Dam Spillway and Peace Canyon Generating station. Impact examples include fish entrainment, changes in water quality associated with operating spillways/generating stations, fish stranding associated with flow fluctuations.

GROUP DISCUSSION

Discussion of the above recommendations reflected a variety of interpretations of the definition of footprint and operational impact. Following is a summary of the responses.

- *Clearly define historic operations.*
- *Definition of footprint does not account for displacement or loss of populations (ie: wildlife)*
- *Address community issues (ie: Dust control, debris, erosion) in item 2 - non fish and wildlife issues*
- *We recommend no distinction between footprint and operational impacts, as ALL are impacts*
- *Examples of Operational Impacts (Wildlife): Flooding of osprey nests in spring by rising reservoir levels*
- *Operational versus footprint: what is the rationale for the distinction?*
- *Agree with #1, but not include "historic"*
- *Question the need for #2 (Bennett Dam spillway affects Dinosaur Reservoir)*
- *What do we like?*
  - *Separation of footprint and operational impacts and definition of area upstream of dam*
- *What is missing?*
  - *Agreed to definition of operational and footprint*
  - *Concept that we cannot effectively address reservoir issues under current funding*
- *Save wasted time repeatedly discussing this at Technical committee*
- *Clarified to public which types of programs are acceptable for funding (ie: 2150 situation)*
- *Can't sufficiently address operation issues with funding*
- *Eligible: footprint and gross operations associated with annual cycling of the reservoir*
- *Ineligible: impacts, whether....affected by incremental changes in operations*

CONCLUSION/ACTIONS:

✓ Steering Committee approved the following Final Statement for inclusion in the Administrative Agreement.

FINAL STATEMENT

At present, eligible compensation program activities will include impacts upstream of the Peace Canyon and the WAC Bennett Dam. The compensation program will primarily address footprint issues — the one-time effects associated with constructing a facility. Such issues are mostly related to loss of habitat. Where compelling reasons exist, however, the PWFWCP Steering Committee may consider projects that address operational impacts within the program area. If and when the PWFWCP is supplemented by funding for downstream impacts, then the geographic boundaries will be amended accordingly.

Operational impacts (the effects of operating a facility on an ongoing basis) related to the operation of the WAC Bennett or Peace Canyon facilities will be addressed in the Water Use Planning process or a similar process.

Projects such as entrainment, fish stranding, water quality or super saturation associated with operating spillways or generating stations have traditionally not been funded by the Peace/Williston Fish and Wildlife Compensation Program.

ISSUE 5: PROJECT SELECTION

OBJECTIVES:

- Recommend a consistent process for identifying, selecting and ranking projects.
- Establish criteria and guidelines for the prioritization and selection of projects.

DISCUSSION:

The MOU provides the basis for program management and direction. The recommended guideline for the geographical boundary clarifies the perimeter for the acceptable project area. An understanding of the balance between operational versus footprint options highlights the appropriate emphasis. Finally, the strategic objectives for Technically Sound Projects clarify the goals of the program and for project selection.

With more potential projects than resources, scrutiny of project selection (internal and external), changing technical committee and steering committee membership, it is necessary to create a process for identifying, selecting and ranking project proposals. Project identification, selection and ranking demands that a choice is made. Whether the criteria or principles guiding past choices are clearly articulated or not, they have been present. In a process to better articulate these principles and criteria, discussions began by recognizing the innate principles that have guided past practice.

What has worked in the past?

Identifying and Selecting:

- internal project identification
- public input (workshops, informal conversations)
- five year strategic management plan
- BCE strategic plans

Ranking:

- deliverables (critical knowledge)
- technical committee consensus
- species
- cost effectiveness (not overriding)
- CBFWCP process influences Fish
- "on-going" multi-year projects

What has not worked?

- subjective ranking (Wildlife)
- differences in interpretation of ranking
- outside funding (FRBC, HCTF) for multi-year projects
- asking the public what they want

After reflection of past practices, each working group generated a list of criteria that should be considered in selecting and ranking a project. These criteria were combined to form a master list. Participants were asked to select the ten criteria statements they would find most valuable

guiding the selection and ranking process. The numbers on the right indicate the criteria statements that were most often selected, and are not representative of priorities.

Commonly Preferred Criteria	Criteria Statement	Rationale
10	Promoting natural systems (minimize artificial maintenance)	
8	Cost/Benefit (probability of success)	Maximize gains
8	Species at Risk	
7	Impacted Species	Most affected
7	User Benefits	
6	Biological Significance of Species	
6	Addresses Critical Habitat	Preserve species
6	Bio-diversity	
6	Native Fish and Wildlife Species	Meet BCE mandate
6	Continuity	
5	Education and Awareness	Awareness & long-term support
5	Basin wide affects	
3	Urgent requirement or threat	
2	Keystone/Indicator Species	
2	Geographical Distribution	
2	Direct impact (Fish)	
1	Proximity to Impact	

CONCLUSION/ACTIONS:

- ✓ Nick Baccante and John Elliott utilized the above criteria statement to draft a final set of criteria to be considered during project identification and selection. This draft was distributed to all participants for input, as well as discussed with program staff.
- ✓ The following recommended form (*Project Evaluation Criteria for the PWFWCP)* was created as tool to facilitate a transparent process of project identification and selection. There was a strong need to avoid a scoring system because interpretation of the scoring process could be too subjective and result in inconsistent rating of the criteria.
- ✓ This form seeks to determine the goal, scope and objectives of the project, as well as whether the project has been effectively designed, has the appropriate staff and budget, and articulates a communication plan for reporting results. It also facilitates focused discussion around the merits of the project and allows evaluators to rate a prospective project as high, medium or low priority.
- ✓ An evaluation form is then filled out and a record kept so that there are records of project evaluations for internal/external audiences and so that projects that meet program criteria and that are not funded at that time can be resubmitted in following years with modifications made to reflect any comments of the Technical Committee.
- ✓ This process and Form was endorsed by Steering Committee. Final recommendation will be documented in Procedure Manual.

PROJECT EVALUATION CRITERIA FOR THE PWFWCP

PROPOSAL: **Technical Committee Member:**

SUITABILITY STRATEGIES	Does the proposed project meet Program Strategic Objectives?	_Yes	_No
Goals	Is there a clearly defined goal?	_Yes	_No
Scope	Definition of technical problem to be addressed. Define:		
Objectives	What are the deliverables? Define:		
LOGISTICS			
Design	Is the project well designed and methods appropriate?	_Yes	_No
	Are key concepts and variables well defined?	_Yes	_No
	Are sample size and sampling strategy adequate?	_Yes	_No
	Are analysis plans adequate?	_Yes	_No
	Is methodology feasible?	_Yes	_No
Timing	Is the project likely to be completed in the allotted time?	_Yes	_No
Budget	Is the budget appropriate to achieve its aim?	_Yes	_No
Background	Is there any previous work within or outside the program that contributes to the success of the project? Explain. (Duplication, Feasibility information, etc)	_Yes	_No
Usability	Does it have high potential for positively influencing future projects? How?	_Yes	_No
	Does the project ask new questions or make unique contributions to current knowledge? Describe.		
Personnel	Do the project personnel have the appropriate skills and professional competence?	_Yes	_No
	Can training opportunities be arranged and delivered? Define:	_Yes	_No
Communication	Is there a plan to communicate results (report, data summary, formal communication program)?	_Yes	_No
OTHER CONSIDERATIONS			
Stewardship	Are there stewardship (partnership/public involvement) or educational opportunities?	_Yes	_No
Cost	Is the cost below, average (±25%), or above average project cost?		
Length	Is it a 1, 2, or 3-5 year project?		

TC Recommendation:

- ❑ **Approved for funding consideration**
- ❑ **Re-submit**
- ❑ **Not approved**

Significant considerations related to funding decision:

ISSUE 6: TASK FORM

OBJECTIVE: To review and accept the following Task Form.

DISCUSSION:
The structure and changing membership in the Program has resulted in continual changes to project task forms. It is necessary to develop a comprehensive and consistent task form.

The PWFWCP 1998/9-project task form requires updating because of the need to communicate project reporting, monitoring and evaluation requirements (when submitting projects for approval) to the Technical and Steering Committees. The recommended amended task form also strives to provide more clarity around project objectives, methodologies and descriptions.

Greater detail in task forms ensures that the expectations of Staff, Technical and Steering Committees are clearly communicated when developing and implementing projects.

Some suggested additions include:

1. Removal of the enhancement/research clarification as projects may have one or more components depending on objectives.
2. Addition of a section for annual report status for long-term projects
3. Identification of the key contact for technical support for each project
4. Description of possible opportunities to involve public and First Nations.

CONSLUSION/ACTION:

- ✓ To utilize the following task form.
- ✓ Endorsed by Steering Committee. Included in Program Procedures Manual.

PEACE/WILLISTON FISH & WILDLIFE COMPENSATION PROGRAM
Project Proposal Form for Fiscal Year: 2000/01

PROPOSAL # 00-

Project Name:

Project Leader:

Project Status: New or Continuing (Year).
Are previous reports complete? (Y/N)__

Project Location:

Project Technical Advisor:

Project Objectives: (include target species and be as quantitative as possible)
Overall Objectives: *2000/01 Objectives:*

Project Description: (background *{newproject}* or history *{continuingproject}*, rationale, and description of techniques/methods)

Measures of Success: (question to be answered, amount targeted, timing and type of monitoring and evaluation required)

Project Name:

Budget History and Projections (for life of the project or most relevant 5 year period):

Year	Project Costs	Outside Commitment	Comments

*Prqjected expenditures

Project Timing (field work):

Person-days and responsibilities:

Opportunities for Public and/or First Nations Involvement **Yes** **No**

Proposed Budget for Upcoming Fiscal Year:

Activity	Amount requested	Comments
Contracts		
Air charter		
Materials & Supplies		
Travel		
Other		
TOTAL		

ISSUE 7: PWFWCP BUDGET PROCESS

OBJECTIVE: To clarify process and responsibilities for annual budget preparation.

DISCUSSION:
Because the Peace/Williston Fish and Wildlife Compensation Program has been without a strategic plan and long-term direction, staff and Technical Committees have developed annual budgets based on any number of factors (emerging issues, suggestions by public/first nations, staff knowledge) and produced general 5 year plans.

Annual programs have been largely accepted by the Steering Committee; however, staff and Technical committees have lacked consistent direction in developing annual and long-term plans. Without a firm process, staff and committee members are faced with a process of guessing which projects should be proposed to the Steering Committee each year.

The current strategic planning process is expected to provide a program vision, mission, and objectives along with the goalposts/sidelines for the program. This will aid staff and technical committees in exploring and developing annual programs. Through the development of Fish and Wildlife Program Strategic and Operational plans and more active involvement of the Steering Committee, the annual budget process is expected to improve.

Discussion confirmed the effectiveness of the existing budget process. However, there are opportunities for improvement. Even though the Steering Committee often does not address the budget until mid-January, biologists generally prefer to have the budget submissions complete prior to the December holiday season. Therefore, the existing deadlines will remain, but the Steering Committee is urged to begin their review process early in January in order to give final acceptance by February 15. It is recognized that January is a busy time for BC Hydro, but efforts will be made to address the budget in a timely manner. There is a strong suggestion that this process be reviewed again next year.

CONCLUSIONN/ACTION:
- ✓ The following recommended budget process will remain in effect.
- ✓ Endorsed by SC. Details of the budget process included in the Program Procedure Manual.
- ❑ Steering Committee will review and possibly revise the budget process at 2001 Steering Committee budget meeting.

RECOMMENDATION: PWFWCP 2000/2001 BUDGET PROCESS

1. Technical Committees and Staff will develop, over the next year, five year Fish and Wildlife Program Strategic and Operational Plans for their respective programs [2] to guide annual program development. Plans will be approved by the Steering Committee.

2. In September of each year, the Steering Committee will:
   - review and reaffirm or revise the PWFWCP Strategic Platform and key implementation strategies
   - provide general program budget guidance based on individual program Strategic Plans (based on results of proceeding year)
   - forward annual base budget figures to each Fish and Wildlife Technical Committee

3. Throughout the year, staff in consultation with Technical Committee members will:
   - solicit, collect and develop project ideas and proposals from a variety of sources;
   - prioritize project ideas based on the Program and Fish and Wildlife Strategic and Operational Plans (Technical Committee responsibility)
   - meet to discuss suggestions
   - develop Task Forms for those projects deemed suitable

4. By mid-November, Technical Committees and staff will meet to review (using the Project Evaluation Criteria) and prioritize projects in order to create a draft budget.
5. By December 15th, Technical Committee will finalize recommended budget (annual operating plans).

6. By December 15th, the budget package will be sent to all Steering Committee members.

7. By January 30th, Technical Committee Chair will present the annual budget and annual operating plan to the Steering Committee and ensure budget revisions are made.

8. By February 15th, Steering Committee will approve final budget and annual operating plans.

[2] The PWFWCP Strategic Plan outlines the key strategies and objectives for the program for a five-year period. From this, both the Fish and the Wildlife Strategic Plans are developed. The individual strategic plans clarify the focus and priorities for project selection for the next five years. Once this focus is clear, the Staff and Technical Committee can recommend yearly tasks for review during the budget process. The results of the budget process confirm the annual operating plan for the program.

ISSUE 8: REPORTING

OBJECTIVE: To review, evaluate and modify the current reporting process to ensure that it:

- reports quality content that satisfies the goals of the program
- meets the communication needs of participants and audiences
- and is efficient and consistent

DISCUSSION:

Because of the complexity of the program's personnel structure, report preparation and submission is one of the more dynamic processes within the PWFWCP. Depending on committee membership, the content, format, distribution, and timing of report submissions vary. Without a consistent process, there is confusion and differing interpretations, resulting in rewrites and frustration at both the staff and committee level. There is a need to formalize and document the PWFWCP reporting process.

The discussion focused on existing reporting practices. Overall, there is strong agreement that thorough reporting is necessary for internal communication, and for documenting and promoting the work for the PWFWCP. Comments include:

- *One group suggested no Program monthly or quarterly as the annual summarized the same information.*
- *Discussion emphasized that the Program Monthly and Quarterly provided an opportunity for informed staff and technical committees to realign priorities if necessary (unable to begin or complete a project due to extraneous circumstances).*
- *This group recommended a pre-budget update with details regarding project status, budget figures, and recommendations for the next year.*
- *Although a well received idea, consensus supported the current process*
- *Strongly recommended by one group that there is no real venue for critical analysis of projects. This observation solicited much discussion. As suggested, the program monthly and quarterly could include more analysis.*
- *It is recommended that the format and content of the personal and program monthly, program quarterly, program annual, and project fact sheets from 1998/9 be used as the template for future reporting. The audience, content, required approval and timing are summarized in the table below.*
- *The Fish and Wildlife Programs currently use two slightly different formats for Technical Reports based on their respective Field standards. There is no need to reconcile these differences as long as they maintain scientific format.*
- *The reporting process should strive to:*
  - *avoid unnecessary changes to save staff time*
  - *be consistent between Fish and Wildlife Programs*
  - *record a single accepted statement on the inside cover — mission statement or program purpose*

CONCLUSION/ACTIONS:

- ❑ Develop a distribution list for annual reports by June 2001 (internal/external audiences)
- ✓ The following reporting process is recommended (see chart).
- ✓ Endorsed by SC. Include reporting process in Procedure Manual.

- ✓ Dave consulted legal to clarify if BCH's disclaimer needs to be visible on report covers. BC Hydro engineering reports contain a legal disclaimer due to potential liabilities associated with use of report information. The majority of PWFWCP reports would not have liability issues; however, there may be some specific circumstances (procedures, plans, etc) where liability may be implied. SC determined that a disclaimer is unnecessary.
- ✓ Mari confirmed statement for inside cover of reports. Inside cover should emphasize and include: introduce partners: cooperative venture, mission statement, purpose of program, and web-site URL

FINAL STATEMENT FOR REPORT COVER:

OUTSIDE:

The mission of the Peace/Williston Fish and Wildlife Compensation Program is to conserve and enhance fish, wildlife, and their habitat in the program area for diverse benefits, now and in the future.

www.bchydro.bc.ca/powersupply/environment/pwcp

INSIDE:

The Peace/Williston Fish and Wildlife Compensation Program is a cooperative initiative of BC Hydro and the Provincial Fish and Wildlife Management Agencies. Supported by funding from BC Hydro, the program was established in 1988 to compensate for impacts to fish and wildlife associated with the construction of the W.A.C Bennett and Peace Canyon dams on the Peace River, and the subsequent creation of the Williston and Dinosaur Reservoirs.

RECOMMENDED PROCESS FOR REPORTING:

Report Title	Audience	Content/Purpose	Approvals	Timing
Personal Monthly	AH	• individual record of personnel's activity, including non-project activities • to keep administrative headquarters aware of performance and progress	None	Month end
Fish and Wildlife Program Monthly Report	TC	• informal • update of project progress • highlight issues, concerns, accomplishments • purpose is to review progress and realign goals and strategy if necessary • discretion of TC	None	Month End
Program Quarterly Report	SC	• review budget and project status to ensure on track • opportunity for assessment • opportunity to realign if necessary	TC Chair	July 15 Oct 15 Jan 15

Annual	• Internal partners • First Nations and Public • Available in libraries • Promote on web sites and Nature-line	• Summary of project activities • Status of performance targets	SC	June 1
Data Report	TC and Staff	• record of scientific data • information sharing • GIS protocol	Senior Biologists	Project by project basis
Technical Reports	Scientific community TC Education	• final analysis of data • completed by project leaders • scientific format	TC	Project by project basis
Progress report	TC Scientific Community	• annual report of multi-year projects • accounting of activities and/or interpretation as required • results inform future direction project selection	TC	Project basis

ISSUE 9: COMMUNICATION STRATEGY

OBJECTIVES: To review the PWFWCP five-year public consultation and communication *Discussion Brief* created by Tony McGregor and respond to the following questions:

1. How important is it to communicate and consult with stakeholders?
2. How much time and funds should be devoted to consultation and communications?
3. How can the funds and time be used most effectively?
4. Which audiences should be targeted for communication and consultation?

DISCUSSION

- The Discussion Brief summarized past surveys, activities, and experiences. Some recommendations were stated.
- Overall, the Brief encouraged discussion about the place of communication/consultation activities in a technical program and the difficulties providing meaningful communication/consultation activities without dedicated or experienced staff.
- The discussion uncovered priorities for the communication/consultation efforts of staff and program participants (where it compliments the efforts and intent of the program's Strategic Platform).
- Responses were recorded under each question in the Discussion Brief for use in developing a Communication/Consultation Strategy.

ACTION:

- ✓ Uli Bergman-Baker collated responses to *Brief's* questions and draft five year communication/consultation strategy
- ✓ Ms. Farrell (Qualstar Solutions) drafted a five-year Communication/Consultation Strategy
- ✓ Strategy was discussed by Steering Committee at Jan 27/28, 2000 annual budget meeting.
- ✓ Based on Strategy review and discussion, revisions (input from Uli Bergman-Baker, Dave Read, SC, and other program participants) were made and a revised Communication and Cooperation Strategy was created
- ✓ The new Strategy better distinguishes between communication, participation, consultation and partnership strategies and activities.
- ❑ Working group (2 staff, TC, and 1 SC) to meet for one day to develop implementation directions and recommendations for CC Strategy (July/August 2000)
- ❑ Steering Committee to approve Communication and Cooperation Strategy at SC meeting (September 2000)

ISSUE 10: GUIDELINES FOR COOPERATIVE PROJECTS & PARTNERSHIPS

OBJECTIVE: To enter into partnerships that improve our ability to undertake projects consistent with the Strategic Platform.

DISCUSSION: Since the inception of the Program, Technical Committees and staff have operated on a range of philosophies from promoting partnerships to using partnerships only as necessary.

Partnerships in Program activities occur at two levels:

1. between the Program and it's partners and
2. between the Program and other companies, organizations, and individuals.

Due to the absence of Partnering guidelines, different interpretations of acceptable partnering/cooperative projects at the Technical Committee/staff level have resulted.

CONCLUSION/ACTION

- ✓ Steering Committee approved the recommendation for inclusion in the Administrative Agreement.
- ✓ Recommendation is also incorporated in the Communication and Cooperation Strategy

RECOMMENDATION:

Cooperative Projects and Partnerships in PWFWCP activities can provide both a net benefit and a liability (staff time in searching out/developing joint projects, strain on limited resources). Cooperative Projects and Partnerships will be considered by Technical Committees and staff when:

1. Projects are consistent with program strategic platform and Fish and Wildlife Strategic and operational plans.
2. Projects provide net benefits to the program (information sharing, relationship building, high likelihood of success) and do not jeopardize the effective and efficient operation of the program.

FINAL STATEMENT

Partnerships: Describes collaborative efforts between two parties where resources (staff time, funding), responsibilities and outcomes are shared. Cooperative projects and partnerships will be considered when they are: consistent with the program's strategic plans and operational goals; provide tangible benefits to the program such as information sharing and relationship building; and have a high likelihood of success.

ISSUE 11: GUIDELINES AND PROCESSES FOR FIRST NATIONS AND PUBLIC INVOLVEMENT

OBJECTIVE: To develop clearly stated direction and formal processes for First Nations and Public Involvement.

BACKGROUND:
The current operation of the PWFWCP has no formal representation of the public or First Nations in program management. Instead, the program has been managed by the program partners with participation of First Nations and the public occurring at the Fish and Wildlife Program level. Program direction established to date is as follows:

1. Memorandum of Understanding (1992)
   - Item 7: Recognizing that special impacts on aboriginal interests have occurred in the area of project influence, aboriginal involvement in programs will be encouraged.
   - Item 8: Recognizing the importance of impacts on local interests, there should be provisions for local public input into these programs. Further, local public involvement in the delivery of programs as contractors, sub-contractors, or volunteers is encouraged.

2. Strategic Planning Workshop (1997) PWFWCP - Goals and Principles
   - The program provides opportunities for participation in program direction and activities.

3. PWFWCP Program Strategic Plan (1999): Public Participation and Partnership
   - To encourage public and First Nations involvement in the identification, development and delivery of projects in order to utilize local knowledge as well as build awareness, understanding and support

4. Comments from the public and stakeholders at previous public consultation workshops have included requests for local representation in program management and have made comments supporting public consultation in program direction and delivery (i.e. utilize local expertise including guides, residents).

DISCUSSION:
Clearly, there is a mandate for the program to involve public and First Nations in the program and discussions did confirm the interest of the participants in increasing involvement by public and First Nations. However, without clear identified strategies and resources (time, people, money), it will take some time to fully define what involvement might be, and how it will be best implemented. It is critical to ensure the infrastructure can successfully manage high levels of involvement from public and First Nations.

ACTION:
- ✓ Uli Bergman-Baker ensured comments and information was captured in the original communication and consultation strategy.
- ✓ Comments were carried forward and integrated into Communication and Cooperation Strategy

ISSUE 12: PWFWCP EMPLOYEE ALLIANCE

OBJECTIVE: To adopt the following statement to clarify the role of staff and their interaction with the partners.

DISCUSSION:
Because of the unique partnership of the PWFWCP, and at times different employers (BCH, MoELP) there has been a lack of clarity regarding the role staff play in the program.

Depending on which employer an employee reported to, employee rules and roles within the program have been subject to interpretation and variation (i.e. permit rules, etc).

CONCLUSION/ACTION:
- ✓ The following recommendation was adopted.
- ✓ Steering Committee approved the recommendation for inclusion in the Administrative Agreement.

RECOMMENDATION:

The PWFWCP staff members employed to carry out the Program's work have been seconded from BC Hydro. While these people are employed by BC Hydro and are subject to Bargaining Unit, corporate policies and BC Hydro employment conditions, they are for all intents and purposes employees of the Program. Their focus must be the effectiveness and success of the PWFWCP. In delivering the Program, activities must be carried out in accordance with legal and permit requirements as would be required of any organization carrying out fish and wildlife conservation projects.

ISSUE 13: ROLES AND RESPONSIBILITES

OBJECTIVE:

- To clarify the roles and responsibilities of staff, committee members, and staff headquarters to minimize confusion and non-performance of duties.
- To recommend key measures that encourage accountability for participants as they fulfill their responsibilities.

DISCUSSION:

The Peace/Williston Fish and Wildlife Compensation Program is a partnership with a limited budget and no program manager. As a result, efforts to maintain direction and perform supervisory tasks have been shared by all levels of the program. The individual responsibilities at all levels of the program have not been clearly defined which creates confusion, particularly when memberships in committees change.

One of the strategic objectives for the current strategic platformn is to establish criteria and measures to select, monitor, evaluate and report performance of projects *and personnel.* Now that roles and responsibilities are clearer, it is feasible to recommend key performance measures, as well as a process for monitoring and reporting.

As captured in the following chart, roles and responsibilities were discussed and clarified. Some recommended key measures were generated. However, there still is not a more defined process for encouraging accountability, communicating constructive feedback, or informing individual performance assessments.

CONCLUSION/ACTIONS:

- ✓ Steering Committee approved the following definitions for inclusion in the Administrative Agreement.
- ✓ Steering Committee confirmed the appropriate process for encouraging accountability, communicating constructive feedback, or informing individual performance assessments. First, information should be openly and directly shared between the individuals involved. If this is unsuccessful, individuals can process feedback through the appropriate channels as defined at each organization.
- ❑ Recommended ? where participants first evaluate the existing responsibilities (see below), process and procedures to confirm where the opportunities for improvement really exist. The next step is to collaboratively articulate/define the elements required for effective team operations (team goals, relationships, processes, roles, and leadership). Without a program manager, it is critical that these elements be clearly defined with agreed upon accountability processes.

PRELIMINARY STATEMENT OF RESPONSIBILITIES:

Responsibilities	Key Measure
POLICY COMMITTEE - Endorse Strategic Platform - Approve changes to program mandate - Establish budget - Approve changes to scope and budget - Appoint Steering Committee members	• Sign off Administrative Agreement and addendum to Memorandum of Understanding
STEERING COMMITTEE - Direct development of Strategic Platform and approve - Approve each Fish and Wildlife Strategic Plan - Provide annual budget figures and communicate targets - Approve Annual Operating Plans (budget) - Review financial affairs of Program - Approve full-time staff positions - Approve communication and consultation strategy - Undertake program reviews - Alternate chair position	• Timely distribution of Steering Committee minutes and decision records • Approve Annual Operating Plans by February 15th
TECHNICAL COMMITTEE - Participate in development of Program Strategic Platform - Develop five year both the Fish and the Wildlife Strategic Plans so they are each consistent with Program's Strategic Plan - Generate, review and assess project proposals and contracts - Submit and defend technical submissions to SC - Review and approve technical reports - Provide staff with technical direction and technical supervision - Provide input into staff performance process	• Timely review of reports for Staff
CHAIR OF TECHNICAL COMMITTEE - coordinate committees' acts - communicate with Staff and Technical Committee members - Present budget to SC - Liaise with Steering Committee	
- TECHNICAL ADVISORS, SECTION HEAD AND/OR REGIONAL MELP REPRESENTATIVE - Specialists in either discipline (fish or wildlife) - An identified and dedicated individual to provide technical to advice TC and Staff on a project by project basis - Non-voting member of TC	

SENIOR BIOLOGIST - Work leader responsible for overall delivery of program - Write annual reports - Manage budget and program goals - Provide technical direction and support for Staff - Ensure technical quality in projects	
PROGRAM STAFF - Prepare task forms and project plans - Develop and implement Annual Operating Plan — scope, schedule, budget - Technically accountable for projects and tasks - Prepare program reports	
ADMINISTRATIVE HEADQUARTERS - Personnel administration and performance planning - Coordinate public consultation process - Key contact for administrative issues and questions - Financial management (work order tracking, contracting) - Safety issues - Ministry invoices as approved by Ministry personnel	• Timely response to requests and invoices

ISSUE 14: STAFF PERFORMANCE APPRAISAL AND CAREER DEVELOPMENT PLANNING PROCESS

OBJECTIVE: To increase awareness of the Staff Performance Appraisal and Career Development Planning Process for all participants so that each person understands his or her role in the process.

DISCUSSION:
The normal employee/supervisor relationship does not exist for PWFWCP Staff and this has resulted in minimal formal performance feedback and career development support over the last 11 years. A formalized staff performance appraisal and career development process is required to ensure that adequate feedback and career planning is undertaken annually and that the responsibilities of everyone involved are clearly understood.

PWFWCP employees find themselves in a unique position as BC Hydro employees seconded to a partnership program, reporting to a Technical Committee for technical direction and to a Steering Committee for program direction. Added to the mix is the location of their administrative headquarters in Hudson's Hope.

From 1988 -1998, each FTR employee had only undergone one performance appraisal. In 1998 a performance planning process was developed, based on the employees' collective agreement, supervision responsibilities and roles within the program. Around the same time, BC Hydro also developed a competency framework for biologists designed to establish the competencies expected for an employee in a particular area and a level of proficiency.

CONCLUSION/ACTION:
✓ SC endorsed the following recommendation. Included in Procedures Manual.

RECOMMENDATION: Adopt the process established in 1998. The summary follows:

Overall responsibility for Annual Performance Appraisal and Annual Career and Development Plan resides with the employee's administrative supervisor.

1. Each year the employee's supervisor will initiate the performance planning process between February and April.
2. The performance plan is based on the WMI Process, which documents job standards and objectives, by job category (administration, budget and cost control, planning and coordination, technical skills and knowledge, and safety). The performance planning process involves the employee, supervisor and Technical Committee and consists of a review of the previous year's performance and developing standards and objectives for the upcoming year.
3. The employee's supervisor will solicit feedback on the previous year's performance from the TC. Performance results will be developed based on comments from all TC members and documented on the Performance plans. Depending on the supervisor's knowledge of the employee's technical performance, a BC Hydro member of the Technical Committee may be

asked to sit in on the performance review process to address any technical performance feedback.

4. Creating new standards will develop the forthcoming year's performance plans and or objectives based on previous year's performance results and any new challenges faced by the employee. The performance plan will be shared with the Technical Committee to ensure that staff, supervisor and Technical Committee members share the same view of an employee's performance standards.
5. The employee's competency list will be reviewed each year at the same time as the performance planning process. The supervisor (with input from the technical committee members) will review the competency framework to determine if it applies to the employee's current position or future goals and the current employee level of proficiency. Based on the annual review of employee competency requirements and proficiency, an annual training and development plan will be produced.

APPENDIX A
FIVE-YEAR IMPLEMENTATION SCHEDULE

STEERING COMMITTEE

LEAD	TIMING	TASK	STATUS
Steering Committee Chair	Feb 15, 2000	Include the following items in the updated Administrative Agreement. 1. MOU Addendum 2. Geographical Boundary recommendations 3. Footprint versus Operational clarification statement 4. Guidelines for Cooperative Projects and Partnerships recommendation 5. PWFWCP Employee Alliance recommendation	❑ Update required
SC	January 2000 '	Discuss with TC their role in developing a Program Evaluation Plan (key measures for monitoring and evaluating the efforts to meet the objectives outlined in the Strategic Plan).	❑ Update required
SC	January 21, 2000 '	. Review three strategic plans: Fish, Wildlife and Communication/Cooperation . Direct feedback to SC Chair (JM	✓ Fish complete ❑ Wildlife in progress ❑ CC needs approval
SC	ASAP	Define strategy (or process) and resources for implementing Communication/Cooperation Strategy	❑ ASAP
SC	September 2000	Review and revise budget process	❑ September 2000
SC	January 2001	Review and revise Project Evaluation Criteria for the PWFWCP to ensure effectiveness	❑ September 2000
SC	September Annually	Provide budget figures to Technical Committees.	❑ September 2000
SC Chair	December Annually	Collect comments regarding the Strategic Platform from AH and TC Chair.	❑ December 2000
SC	January Annually	❑ Review and revise the Strategic Platform ❑ Communicate comments and/or revisions to Technical Committees and Staff	❑ January 2001
SC	February Annually	Approve final budget	❑ February 2001
SC	January 2001	Develop process for involving stakeholders in committees for 2002	⇒ On hold
SC (AH and Sr. Biologists)	October 2001	Public consultation workshops in communities	⇒ On hold

SC	November 2001	Develop and implement a survey of the communication strategies	⇒ On hold
SC	January 2002	Involve stakeholders and First Nations on committees	⇒ On hold
SC (AH and ST. Biologists)	October 2004	Public consultation workshops in communities	⇒ On hold
SC	September Annually	Annual public forum	⇒ On hold

ADMINISTRATIVE HEADQUARTERS (past and current)

LEAD	TIMING	TASK	STATUS
Bob Westcott	Feb 15, 2000	Include the following items in the updated Procedures Manual. 1. Project Evaluation Criteria for PWFWCP 2. Task Form 3. Budget Process details 4. Reporting Process 5. Executive summary of Communication/Consultation Strategic Plan 6. Staff Performance Appraisal and Career Development Planning Process recommendations	✓ Complete
AH	July 2000	Update Procedures Manual to include new and/or amended procedures	✓ Complete
AH	Jan, June, Oct Annually	Coordinate and support CC contact person, biologists and SC with quarterly information sharing for scientific writings, public writing, and press releases	⇒ On hold
AH	Ongoing	☐ Collect and file all comments regarding the Strategic Platform. ☐ Deliver to SC Chair by year-end (December).	❑ December 2000
AH	February Annually	Begin Staff Performance Planning Process	❑ February 2001

TECHNICAL COMMITTEES

LEAD	TIMING	TASK	STATUS
TC Chair	Jan 2000	Begin a process of developing a Program Evaluation Plan (key measures for monitoring and evaluating the efforts to meet the objectives outlined in the Strategic Plan).	❑ Update required
TC Chair	December 2000	☐ Review and revise Project Evaluation Criteria for the PWFWCP to ensure effectiveness ☐ Generate recommendations for revisions and share with SC Chair by year-end	✓ Complete ❑ December 2000
TC	June Annually	Approve annual report by June 01	❑ Update required (June 2000)
TC Chair	Jan 15, July 15, Oct 15 Annually	Approve program quarterly report	✓ January 15 ❑ July 15, 2000 ❑ October 15, 2000
TC	Ongoing	Solicit, collect and develop project ideas and proposals	❑ Ongoing
Wildlife TC	September 2000	Complete Wildlife Strategic Plan	❑ September 2000
Wildlife TC	September 2000	Develop 5 year operating plan	❑ September 2000
TC	November Annually	☐ Review the PWFWCP Strategic Platform ☐ Generate recommendations for revision	❑ November 2000
TC	November Annually	Meet with Staff to prioritize projects and create draft budget	❑ November 2000
TC	December Annually	Approve and finalize budget	❑ December 2000
TC	January Annually	Present budget (Annual Operating Plan) to Steering Committee	❑ January 2001
TC	February Annually	Provide feedback to AH about staffs previous year's performance	❑ February 2001

STAFF BIOLOGISTS

LEAD	TIMING	TASK	STATUS
Staff	June 2000	Develop a distribution list for annual reports with TC, AH and SC input	❑ Update required (June)
Senior Biologists	December 2000	☐ Review and revise Project Evaluation Criteria for the PWFWCP to ensure effectiveness (support TC) ☐ Generate recommendations for revisions and share with TC Chair by year-end	❑ December 2000

Staff	Ongoing	Solicit, collect and develop project ideas and proposals	❑ Ongoing
Staff	Ongoing	Write personal monthly report for AH	❑ Monthly
Staff	Ongoing	Writer program monthly report for TC (month end)	❑ Monthly
Staff	Jan 15, July 15, Oct 15 Annually	Write program quarterly report	✓ January 15, 2000 ❑ July 15, 2000 ❑ October 15, 2000
Staff	Jan 15, July 15, Oct 15 Annually	Collaborate with key CC person and contract writers to share technical and project information for use in scientific, public writing (ie: Natureline), and press releases	✓ January 15, 2000 ❑ July 15, 2000 ❑ October 15, 2000
Senior Biologists	June Annually	Write annual report by June 01	❑ Update required (June)
Staff	November Annually	• Review the PWFWCP Strategic Platform • Distribute comments to AH and TC Chair	❑ November 2000
Staff	November Annually	Identify communication activities for inclusion in budget process	❑ November 2000
Staff	November Annually	Meet with TC to prioritize projects and create draft budget	❑ November 2000
Staff	December Annually	Update contact and distribution list with CC contact person	❑ December 2000
Senior Biologists	December Annually	Approve and finalize budget	❑ December 2000
Senior Biologists	January Annually	Present budget (Annual Operating Plan) to Steering Committee	❑ January 2000

KEY COMMUNICATION/COOOPERATION CONTACT

LEAD	TIMING	TASK	STATUS
CC	ASAP	Develop Annual Communication and Cooperation plan in consultation with TC and staff	❑ On hold
CC	January 2001	Present Annual Plan to SC in January	❑ On hold
CC	September 00	Update web-site	❑ On hold
CC	January 2001	Develop process for involving stakeholders and First Nations on committees (for 2002)	❑ On hold
CC	October 01	Public consultation workshops in communities	❑ On hold
CC	November 01	Develop and co-ordinate survey of CC strategies	❑ On hold
CC	October 2004	Public consultation workshops in communities	❑ On hold
CC	June	Supervise publishing of annual report and newspaper supplement	❑ On hold
CC	September	Annual public forum	❑ On hold